

MIKE HOFF
NON-EXECUTIVE DIRECTOR

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PROFILE

A Business Growth Specialist Providing SMEs and Business Coaches with Revenue and Profit acceleration roadmaps, guaranteeing a positive return on investment within 30 days. My goal is straight forward... to help business owners get more clients, increase profits, become the best leader they can be for their team and enjoy the freedom they dreamt of when their journey began!

EDUCATION

- 1974 – 1981, Morecambe High School
- 1981 – 1985, Sheffield Hallam University

QUALIFICATIONS

- BSc (Hons) industrial Studies
- Certified Platinum Business Coach
- Certified Innermetrix Consultant
- Certified Executive and Group Coach
- Certified Situational Leadership® Trainer

INTERESTS

- Laser Dinghy Sailing
- Running for fun
- Mountain Hiking

CAREER HISTORY

Dates
Feb 2012 - Present

Employer
Mike Hoff Consulting FZ LLC,
Dubai, UAE

Position
Founder and CEO

- For over 30 years, my passion has been for learning & development. This, along with a well-earned reputation for leading high performing teams, led me to set up my own company based out of Dubai.
- I coach and mentor primarily SME CEOs and their teams who are striving to break through barriers, which could be Revenue, Profit, People or any combination of these or other roadblocks that are creating a feeling of being trapped in their business.
- My strengths lie in selecting and using the right tools to energise, enable and empower C-Suite Executive teams to get them moving in the same direction, align their work styles to the overall business strategy, and contribute towards their achievement of strategic goals.
- Along with an in-depth understanding of business at both strategic and operational levels, my energetic style and passion for individual development create a unique blend, offering companies an all-round Executive development programme.
- I am a Certified International Coach, and Business Advisor where I work with a variety of World Class tools and methodologies, each specifically tailored to the needs of each client.
- When I'm not assisting CEO's with success, I enjoy the outdoors, traveling and scuba diving, and am a PADI Dive Instructor.

Dates
Aug 2008 - Feb 2012

Employer
Al Tayer Group, Dubai, UAE

Position
General Manager, Al Tayer
Food and Beverage

Responsible for a total of 12 franchised and company owned brands covering a variety of sectors ranging from high end restaurant such as Armani Café to mainstream coffee outlets such as Caffè Nero. The company is a standalone LLC in Dubai with a turnover of 55m USD and a total headcount of 950.

Key achievements

- The overall brief that I received upon joining Al Tayer was to turn the loss making F & B company into profit. Over the past 3 years I have halved the net losses year on year with 2011 being the first year that the company has made cash profit. The following year will see a net profit for the company and like for like sales in excess of 25% overall with some brands at +30%.
- Sales increase achieved from USD 6M in 2008 to 55M in 2011.
- The implementation of a full supply chain team led to many efficiencies and a cost reduction of more than 5% over the past 3 years
- Full leadership and management training and development programme was implemented and robust succession planning introduced. Every member of my direct reports and tier 2 management team have been promoted over the past 3 years. My successor also in place.

Dates

Employer

Position

Aug 2007 - Aug 2008

**Mentis Human Resources,
Dubai, UAE**

**Co-Owner & Managing
Director**

Mentis was founded in the UK in 2003. The practice specialises in Executive Assessment, Leadership Development and Talent Management and has a growing number of International clients, many of which are Global 500 companies.

Key achievements

- International Representative for The Center for Leadership Studies. Certified to deliver all of the Situational Leadership® modules and also qualified to certify in house trainers for clients.
- Certified practitioner of the Myers Briggs Type Indicator Step I & II.
- Certified assessor for the Hogan Assessment Systems.
- Business development and change management assignments

Dates

May 2004 - Jul 2007

Employer

MH Alshaya Co. WLL, Kuwait

Position

**Business Director,
Starbucks Coffee
International, MEA**

MH Alshaya is one of the leading retailers operating 1500 stores in the Middle East, Africa, Central Europe and Russia covering many leading International Brands.

Full P & L and Business Development responsibility for the Starbucks International franchise across 9 Middle East and Africa countries, currently with 200 stores (250 by end 2007) and a headcount of 3000 across retail and support functions. Annual Turnover \$150M. Reporting to the COO Alshaya, responsible for managing the MEA Leadership team comprising of heads of Operations, HR, Supply Chain, Marketing, Real Estate, QA, Loss Prevention, IT and Finance.

Key Achievements

- Doubled the store count in 3 years.
- Increased Turnover by 152% (\$56M 2004).
- Successfully launched Starbucks into Jordan (2005) and Egypt (2006).
- Built headcount infrastructure across GCC, Levant and Africa ahead of the growth curve to support the aggressive expansion strategy.
- Constantly working with Starbucks International to ensure brand consistency and best practice are applied throughout the estate.
- Implemented management development plan to ensure current and future management team are ahead of the bar.
- Developed 5 year Strategy plan to deliver 600+ stores across 13 countries in the region.
- Constantly ensuring that maximum benefit is gained from leveraging central Alshaya resources to control costs and maximise bottom line profitability.

Dates

Jun 2002 - Feb 2004

Employer

Benjys Group Limited, UK

Position

Retail Director

A chain of 62 fast paced retail stores throughout London and Birmingham, focusing on the City worker, student and tourist, delivering Gold accredited quality products and service.

Outline of responsibilities

- Member of the main operating board of directors, responsible for all aspects of retail strategy development and implementation.
- Full P & L accountability for retail operations delivering £40m sales pa.
- Responsible for all aspects of area and store management performance.

Main Achievements

- Improved area management capabilities to deliver improvements in store merchandising, standards and cost control.
- Implemented cost savings to deliver £300k profit savings versus budget.
- Successfully opened 18 new stores, including four in Birmingham.
- Achieved Investors in People award for retail operations.
- Implemented enhanced customer service strategy.
- Led project to deliver electronic ordering for stores.

Dates	Employer	Position
Aug 1999 - May 2002	Lidl UK GmbH	Regional Managing Director

Privately owned German food retailer with 4,000 stores in Europe and 340 in the UK. Turnover £800m (UK). Based in the regional Distribution Centre for London and South East, reporting directly to the main Board of Directors. Accountable for the direct management of the regional senior management team. The annual turnover of the region was £200m with a total headcount of 1,200

Outline of responsibilities

- Liaising with the main Board Directors and ensuring the region implemented and followed company policies and procedures.
- Developing strategies to ensure the continued growth of the business.
- Achievement of key business goals.
- Continued development of the Senior Management Team.

Specific Achievements

- Successfully opened a new 20 acre Regional Distribution Centre for London and the South East, with the most cost efficient opening when compared to the previous five new centres in Europe.
- Achieved the highest productivity ratios in the UK within the first eight months in both stores and the warehouse.
- Developed and implemented a recruitment, selection, training and retention strategy which reduced store management turnover from 78% to 23% in 2 years and store assistant turnover from 155% to 45%.

Dates	Employer	Position
1998 - 1999	Superdrug Plc, UK	Regional Human Resources Manager

Health and Beauty retailer, Parent company Kingfisher Plc

Reporting to the HR Director, responsible for the formation and implementation of the HR strategy for the 80 stores in London and the South East.

- Implemented and facilitated personal development programmes for all levels for management within the region.
- Qualified trainer for "Situational Leadership" management course for the Ken Blanchard Corporation.

1995 – 1998

Area Manager

- Responsible for 21 stores in the London and South East region, an annual turnover of £25.5m and a total headcount of 400.
- Developed the business management capability of the management team in order to manage controllable costs and deliver budgeted profit.
- Appointed as a Kingfisher Graduate selector and mentor for new graduates.

Dates	Employer	Position
1994 - 1995	Somerfield Stores PLC	Divisional Executive

- Reporting to the Store Operations director, managed a division of 20 stores with an annual turnover of £260m, representing the highest turnover division in the Company
- Developed and implemented a sales and wage forecasting model for the Company to ensure budget achievements

1992 – 1994 Store Manager

- Reporting to the Divisional executive, managed a 20,000 sq ft store with an annual turnover of £15.5m and headcount of 200
- Achieved the highest divisional profit contribution of 15%
- Achieved year on year growth 5% higher than the company average
- Represented Somerfield at the National Store Manager of the year competition

Dates	Employer	Position
1988 - 1992	Grand Metropolitan Plc	Area Manager

- Reporting to Regional Manager, responsible for 25 public houses and hotels in east Anglia / London region
- Achieved highest trading profit growth in east Anglia

1986 - 1988 Training Officer

- Developed and delivered company customer service training programme
- Designed and developed “people with potential” programme which identified management of the future to join a custom made development programme

1985 - 1987 Graduate trainee

- 2 year programme involving managing several hotels and public house